

**ORGANIZATIONAL CULTURE AND CRM EFFECTIVENESS:
*A STUDY ON THE VALIDITY OF CUSTOMER RELATIKIONSHIP
MANAGEMENT*
(CRM) CONCEPTS IN CULTURAL CONTEXT OF SRILANKAN
ORGANIZATIONS**

N. G. Saman Perera

Dissertation submitted in partial fulfillment of the requirements for the degree Master of
Business Administration in Technology Management

Department of Management of Technology
University of Moratuwa

Srilanka

January 2004

79637

ABSTRACT

This paper extends the research literature on organizational culture and has used an organizational culture model with four distinct cultural traits for correlating the effectiveness of CRM by deeply examining the degree of existence of these cultural factors in private sector organizations in Sri Lanka and their influence on two organization specific critical success factors contributing CRM effectiveness.

Initially, through a comprehensive literature research the paper presents some review findings on various views on organizational culture aimed at developing an appropriate scale for assessing culture based on an organizational culture model. Extending a number of existing models of organizational culture this paper then presents a scale model developed for the quantitative assessment of the culture in Sri Lankan organizations. The paper also has investigated a number of case studies to reveal organizational specific success factors for the CRM effectiveness.

Then the paper presents the study carried out on 50 Sri Lankan organizations through a quantitative survey and the findings on correlations between the organizational culture traits and the existence of two critical success factors contributing to CRM effectiveness

Finally, through a study on a number of cases an attempt is made to justify the applicability of selected critical success factors for CRM effectiveness in the Sri Lankan organizational context. The results of the study are also interpreted with respect to the literature available on general management practices. The discussion includes several recommendations for future research.